

SAP UNTERNEHMENS- PROFIL

Martin Latschenberger
Senior Customer Advisor
26.03.2012



SAP hilft, die Abläufe in der globalen Wirtschaft zu verbessern



800 Mio.

Lösungen für Produktsicherheit von SAP helfen 800 Mio. Verbrauchern, sicher und gesund zu leben.



30 Mio.

Lösungen für intelligente Stromnetze von SAP helfen 30 Mio. Haushalten, verantwortungsvoll mit Energie umzugehen.



>50 Mio.

Lösungen für die Personalwirtschaft von SAP helfen Unternehmen, für über 50 Mio. Mitarbeiter ein attraktives Arbeitsumfeld zu schaffen.

1 **SAP heute**

2 Unsere Vision für Kunden

3 Mit gutem Beispiel vorangehen

4 Zahlen und Fakten

SAP heute

55.700+

SAP Mitarbeiter weltweit

120

Länder

25

Branchen

37

Sprachen

75

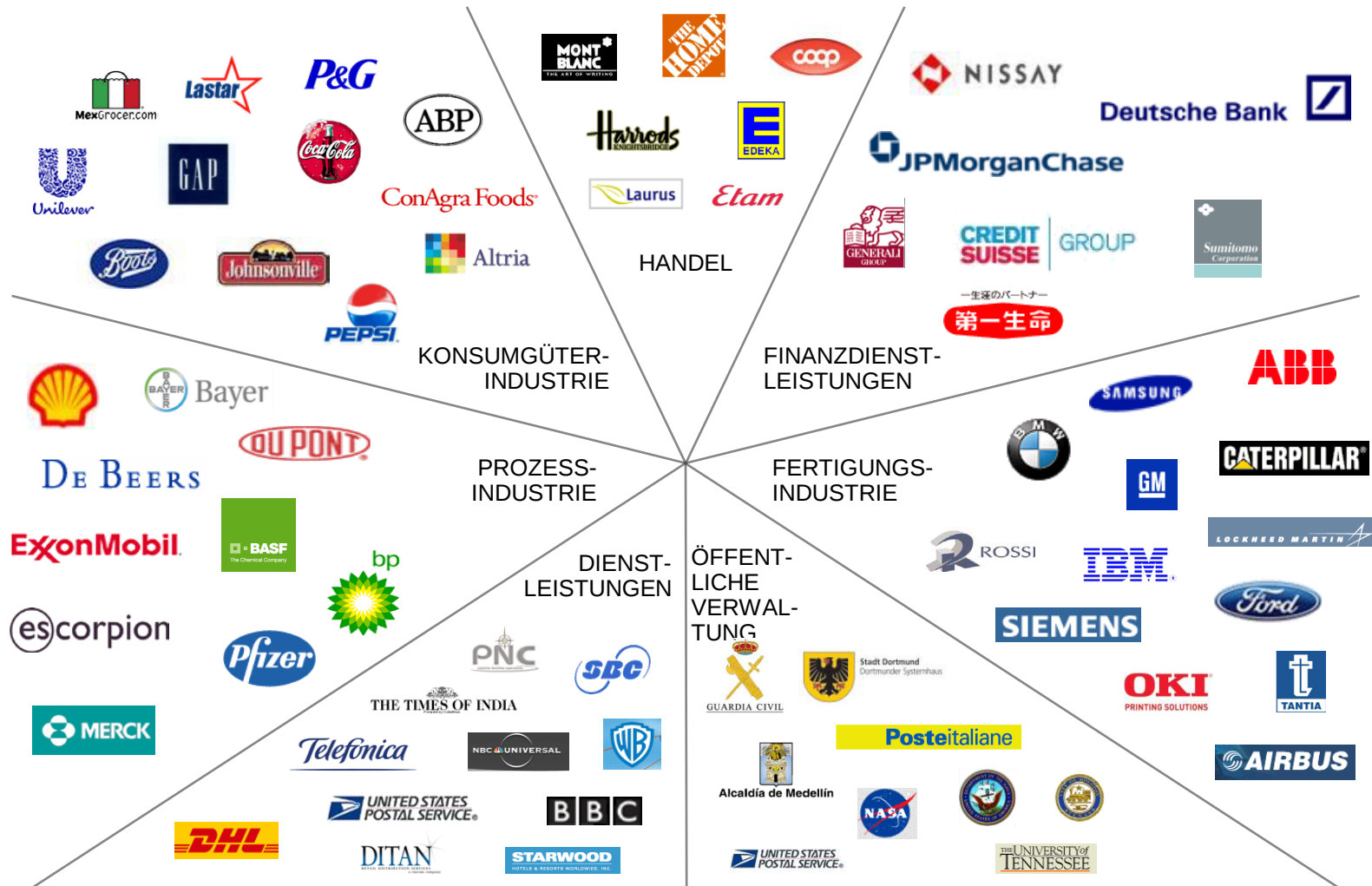
Ländervertretungen

1,200+

Servicepartner weltweit

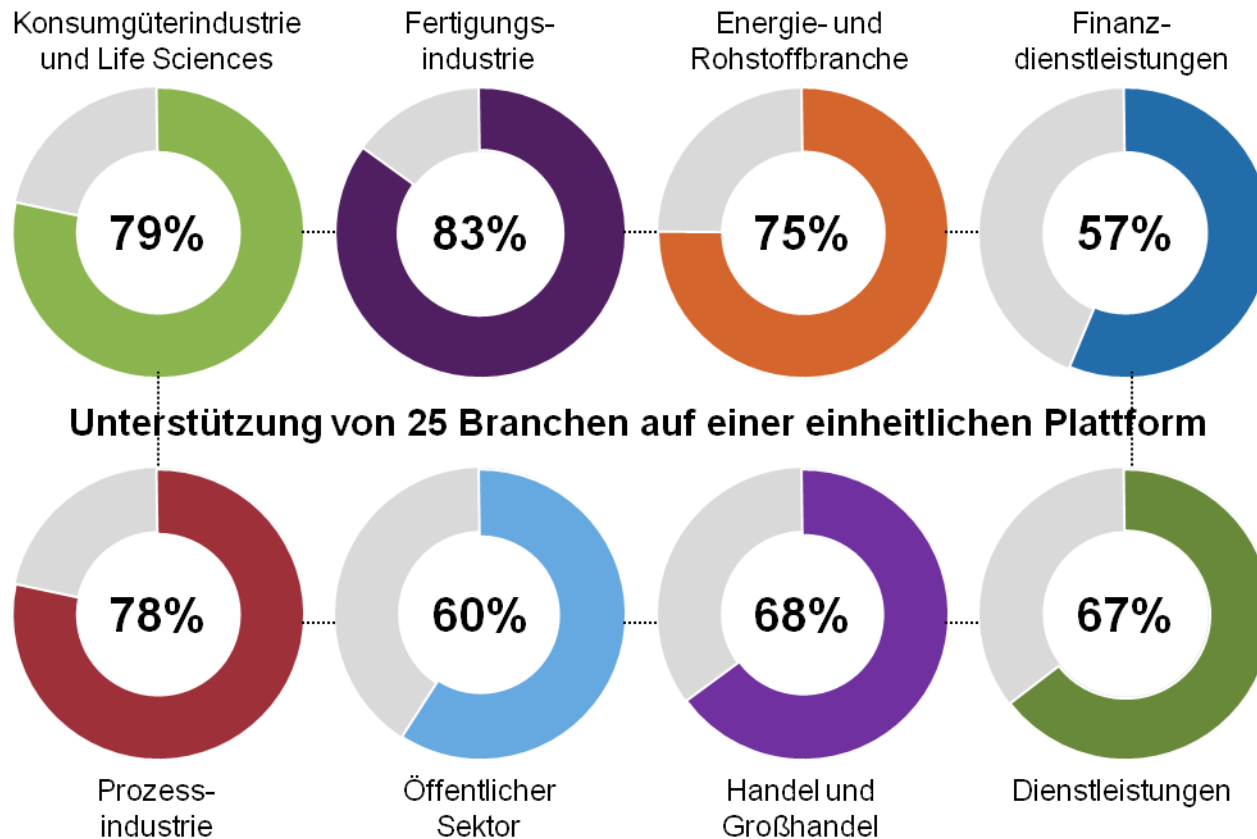


39 Jahre Branchenerfahrung



SAP hat die Branchenerfahrung und -kompetenz, um die Geschäftsprozesse von Unternehmen zu optimieren

SAP-Marktanteil bei Forbes-2000-Unternehmen nach Branche



Unterstützung
zahlreicher Branchen
auf einer einheitlichen
Plattform

Umfassende
branchenspezifische
Funktionen

Integrierte vordefinierte
Best Practices

Klare Branchen-
Roadmaps

Quelle: SAP-Analyse von Forbes-2000-Rangliste und SAP-Kundendatenbank, Januar 2011

1 SAP heute

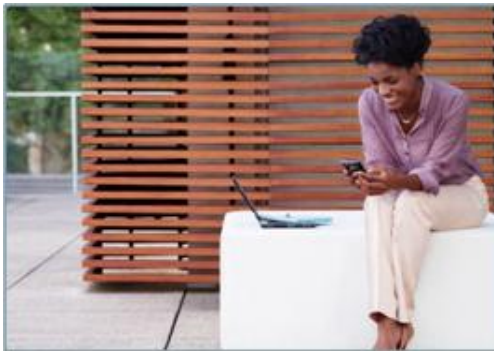
2 **Unsere Vision für Kunden**

3 Mit gutem Beispiel vorangehen

4 Zahlen und Fakten

Neue Anforderungen an Unternehmenssoftware

überall verfügbar
und direkter nutzen



Senkung der
IT-Gesamtkosten



Nachhaltiges
Wachstum



„Der Anwender im Unternehmen ist unser Endanwender“

Unsere Strategie:

Innovationen auf Basis eines stabilen Kerns

Bereitstellung erstklassiger Geschäftsanwendungen

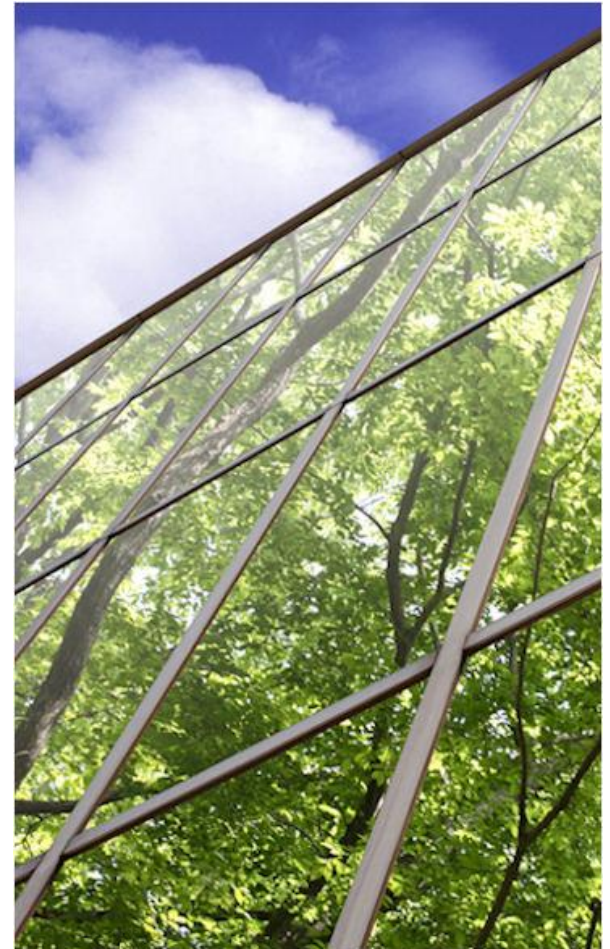
On Premise / On Demand /
On Device / Orchestrierung

Erhöhung des Innovationstempos

Höherer Mehrwert durch neue
Technologien

Ausbau des Partnernetzes

Beschleunigung von Innovationen
und Erschließung weiterer Märkte
durch Partnerschaften



SAP Product & Service Portfolio

Business Process	Business Analytics	Technology	Services
• Enterprise resource planning (HR, finance and operations) • Supplier relationship management • Product lifecycle management • Supply chain management • Customer relationship management • Collaboration	• Business intelligence • Enterprise information management • Enterprise performance management • Governance, risk, and compliance • Sustainability	• Application foundation / integration • On-demand platform • Mobility platform • In-memory computing	• Implementation consulting • Business analytics consulting • Transformational consulting • Custom development • Support and maintenance • Program management and quality assurance • Education and training

Lösungen für Branchen und LoBs

1 SAP heute

2 Unsere Vision für Kunden

3 Mit gutem Beispiel vorangehen

4 Zahlen und Fakten

Unser Ziel ist es, die Abläufe von Unternehmen auf der ganzen Welt zu verbessern

IT hilft Unternehmen, profitables und nachhaltiges Wachstum zu erzielen.



Marktführer der IT-Branche nehmen im Bereich Nachhaltigkeit eine Vorreiterrolle ein.



IT eröffnet wirtschaftliche Chancen für jedermann.



SAP-Lösungen helfen Kunden, ihre Nachhaltigkeitsziele zu erreichen



Verwaltung der Nachhaltigkeitsleistung

Energie und CO2

Produktsicherheit und -verantwortung

Nachhaltige Logistikkette

Umwelt- und Arbeitsschutz

Langfristige Personalplanung

IT-Infrastruktur

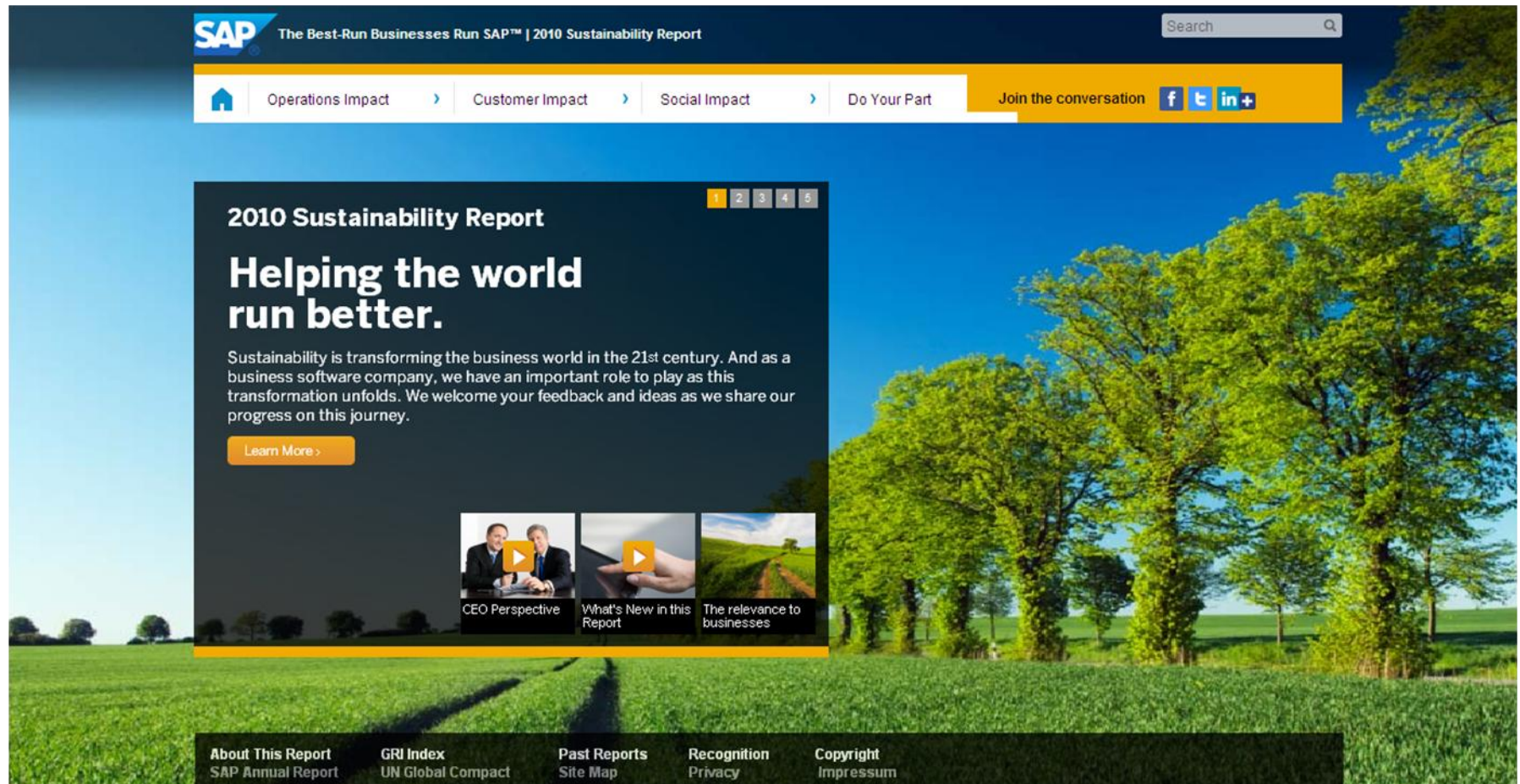
Optimierung unserer Nachhaltigkeitsleistung

		2009		2010
Umwelt	 Treibhausgasemissionen (Kilotonnen, auf 5er-Stellen gerundet)	450	↓	425
	 Gesamtenergieverbrauch (GWh)	808	↓	791
	 Erneuerbare Energie (%)	16	↑	48
	 Energieverbrauch in Rechenzentren (kWh/Mitarbeiter)	3.038	↓	2.763
Soziales	 Mitarbeiterfluktuation (%)	11	↓	9
	 Frauen im Topmanagement (%)	11	↑	11,5
	 Mitarbeitergesundheit (%)	61	↓	59
	 Mitarbeiterengagement (%)	69	↓	68



Die wirtschaftliche Nachhaltigkeitsleistung finden Sie im Kapitel “Zahlen und Fakten”

Der Nachhaltigkeitsbericht zeigt es: Wir sind transparent und zeigen Verantwortung



Weitere Informationen finden Sie unter: www.sapsustainabilityreport.com

Unsere „Clear Purpose“-Initiativen

Gesellschaftliches Engagement

Bildung

Bildungschancen schaffen und innovatives Denken unterstützen

Transparenz und Governance

Bestechung und Korruption bekämpfen und verantwortungsbewusste Unternehmensführung verbessern

Überbrückung der digitalen Kluft

Benachteiligten Gruppen durch Technologie den Zugang zum globalen Markt ermöglichen

Ökologische Verantwortung

Einen eigenen Beitrag zur Verbesserung der Umwelt leisten und Kunden ebenfalls dabei unterstützen.

Bekenntnis zur gelebten Vielfalt



Wichtige Zahlen zu Diversity

124 Nationalitäten weltweit

777 Mitarbeiter 2008 im Auslandseinsatz

Mitarbeiter-Netzwerke

Business Women's Network (Gender)

Cultures@SAP (Kulturelle und ethnische Herkunft)

HomoSAPiens@SAP (Sexuelle Orientierung)

net45plus (Ältere Mitarbeiter)

Unterstützende SAP-Organisationen

Global Diversity Office

Diversity-Beauftragte an zahlreichen Standorten

Family@SAP e. V. (Elternverein Deutschland)

Schwerbehindertenvertretung Deutschland (SBV)

Eigenverantwortliche Mitarbeiter, die zusammenarbeiten, bilden unser Fundament



82% der Mitarbeiter arbeiten gern bei SAP

75% der Mitarbeiter sind von den Produkten und Dienstleistungen der SAP überzeugt

75% der Mitarbeiter empfehlen SAP als attraktiven Arbeitgeber

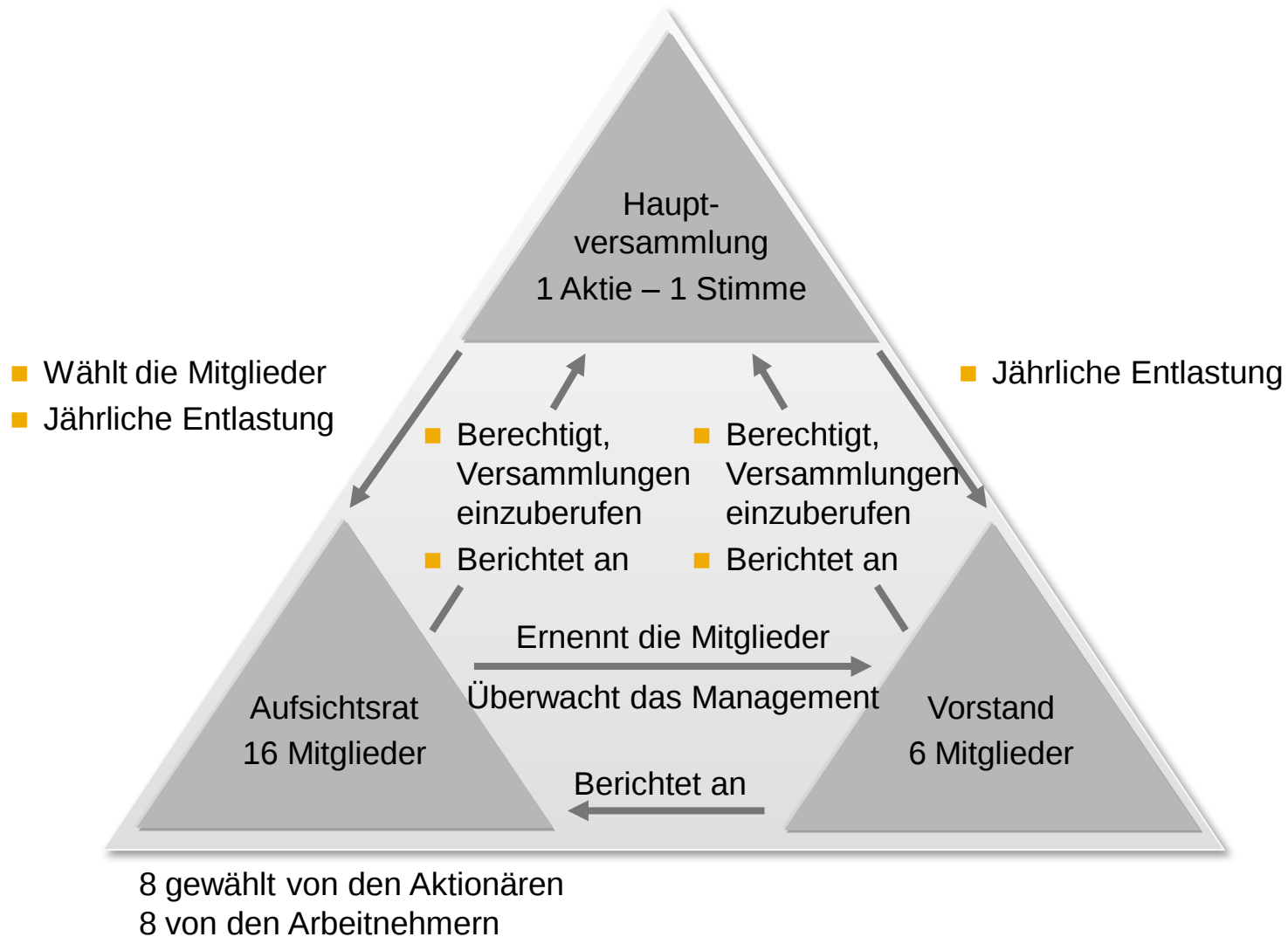
78% der Mitarbeiter identifizieren sich mit den SAP-Werten

Ergebnisse der SAP-Mitarbeiterbefragung 2009

Weltweit ausgezeichnet als bester Arbeitgeber



Corporate-Governance-Struktur



Vorstand



Bill McDermott
Co-CEO
Global Customer
Operations



**Jim Hagemann
Snabe**
Co-CEO
Products &
Solutions



Werner Brandt
Chief Finance
Officer
Human
Resources



Vishal Sikka
Technology &
Innovation



Gerhard Oswald
Chief Operations
Officer

1 SAP heute

2 Unsere Vision für Kunden

3 Mit gutem Beispiel vorangehen

4 Zahlen und Fakten

Strong performance in FY 2011 – SAP exceeds guidance

	SAP's Outlook* FY 2011		Actual Performance FY 2011	
SSRS Revenue (Non-IFRS at cc)	+ 10% to 14%	Company expects to reach the high end of the range	+17%	✓
Operating Profit (Non-IFRS at cc)	€4.45bn to €4.65bn	Company expects to reach the high end of the range	€ 4.78bn	✓
Operating Margin (Non-IFRS at cc)	+0.5pp to +1.0pp		+1.1pp	✓
Effective Tax Rate (IFRS)	28.5% to 29.5%		27.8%	✓
Effective Tax Rate (Non-IFRS)	27.5% to 28.5%		26.5%	✓

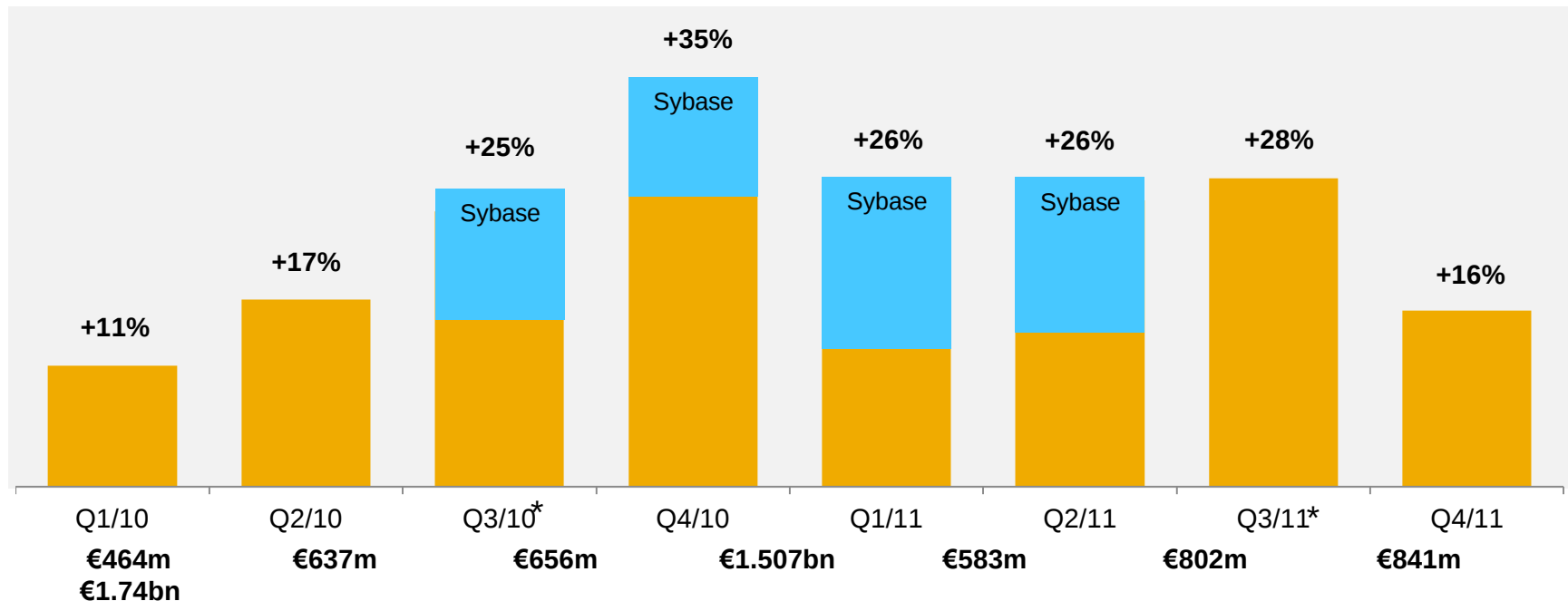
* Business outlook was provided in January 2011, updated on July 27th, 2011 and reiterated on October 26nd, 2011 – except the guidance for the IFRS tax rate – announcing SAP's third quarter 2011 results

Eight consecutive quarters of double digit growth

Sybase contributed right from the beginning

Software revenue

YOY Growth Rates in %



* Sybase numbers are included since its acquisition as of July 26,

Strong top- and bottom-line results over several quarters lead to impressive operating profit in FY 2011

€ millions, unless otherwise stated

	IFRS			Non-IFRS			
	2011	2010	Δ%	2011	2010	Δ%	Δ% at cc
Revenue Numbers							
Software revenue	3,970	3,265	22	3,970	3,265	22	25
Support revenue	6,967	6,133	14	6,994	6,207	13	14
Subscription & other SW-rel. serv. rev.	381	396	-4	381	396	-4	-4
SSRS revenue	11,318	9,794	16	11,345	9,868	15	17
Professional services & other serv. rev.	2,914	2,670	9	2,914	2,670	9	11
Total revenue	14,232	12,464	14	14,259	12,538	14	15
Operating Expense Numbers							
Total operating expenses	-9,353	-9,873	-5	-9,549	-8,531	12	13
Profit Numbers							
Operating profit	4,879	2,591	88	4,710	4,007	18	19
Finance income, net	-37	-67	-45	-45	-55	-18	
Profit before tax	4,763	2,338	104	4,586	3,762	22	
Income tax expense	-1,322	-525	152	-1,215	-1,024	19	
Profit after tax	3,441	1,813	90	3,371	2,738	23	
Basic earnings per share, in €	2.89	1.52	90	2.83	2.30	23	

Full reconciliation
see appendix

Margin overview

€ millions, unless otherwise stated	IFRS			Non-IFRS		
	2011	2010	Δ%	2011	2010	Δ%
Gross margin	69.5%	68.8%	0.7p	71.8%	70.7%	1.1pp
Operating margin	34.3%	20.8%	13.5pp	33.0%	32.0%	1.0pp

IFRS operating margin expanded 13.5 percentage points in FY 2011

- IFRS operating margin increased to 34.3% yoy; including positive impact of +5.06pp by TomorrowNow

Non-IFRS operating margin expanded 100 basis points in FY 2011

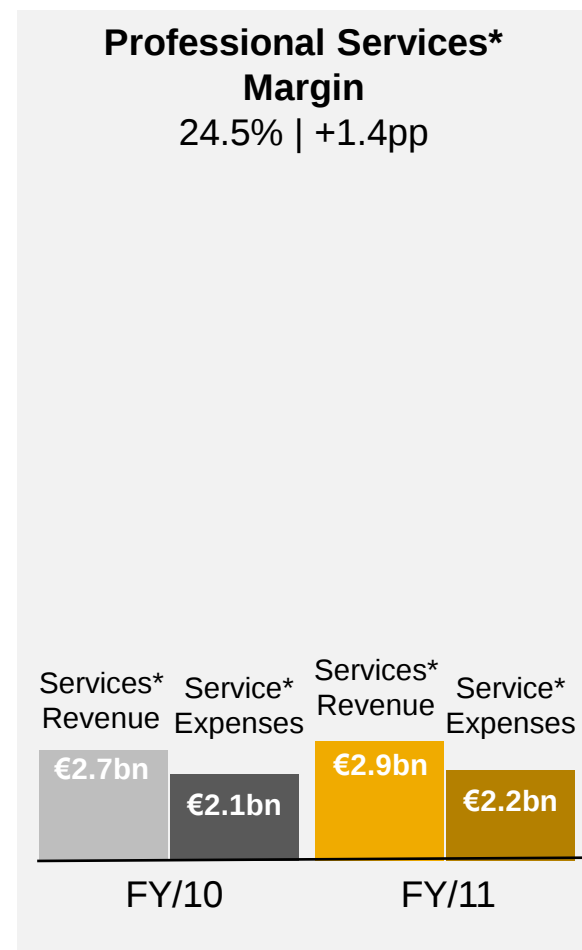
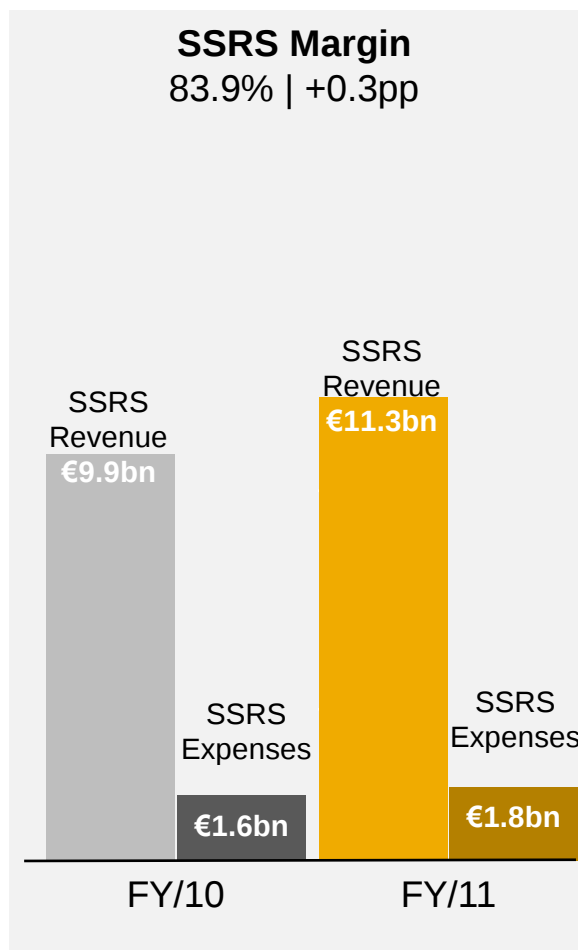
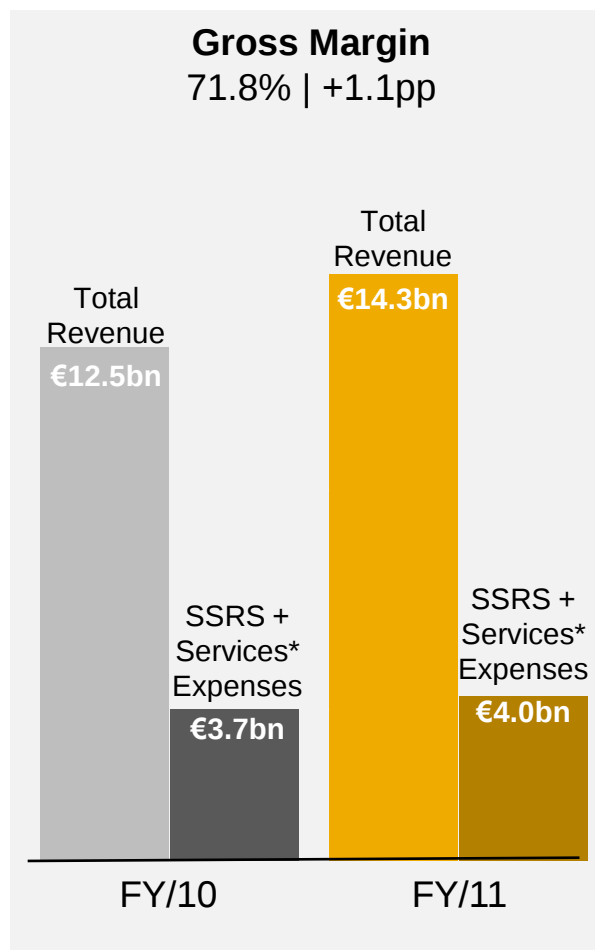
Despite ongoing investments in our growth strategy the strong top-line result paired with continued focus on operational excellence resulted in further margin expansion

- In FY 2011, non-IFRS operating margin increased 1.0pp to 33.0% yoy
- In Q4 2011, we continued to invest in go-to-market activities to leverage growth opportunities: headcount in sales and marketing grew sequentially by ~500 FTE's

Gross margin expansion supported by all line items

FY 2011

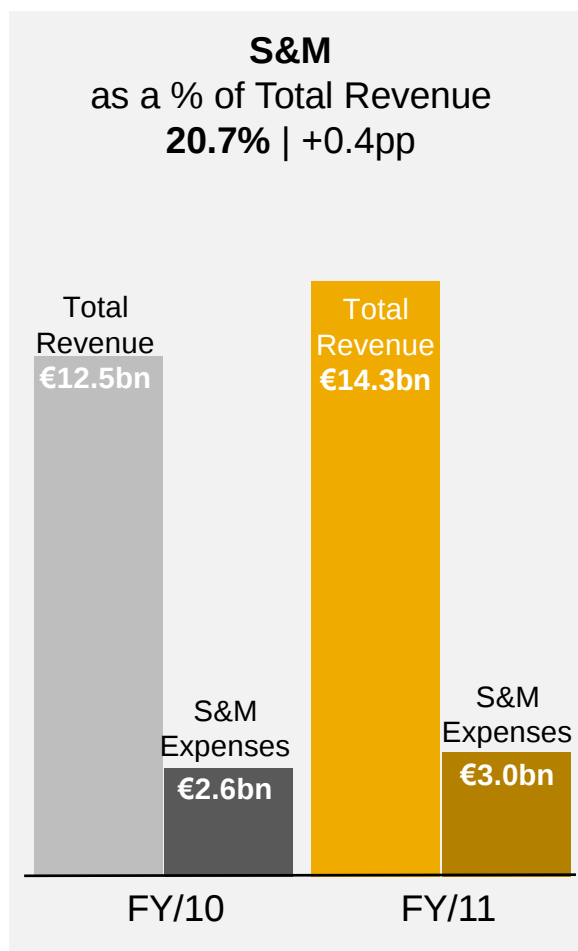
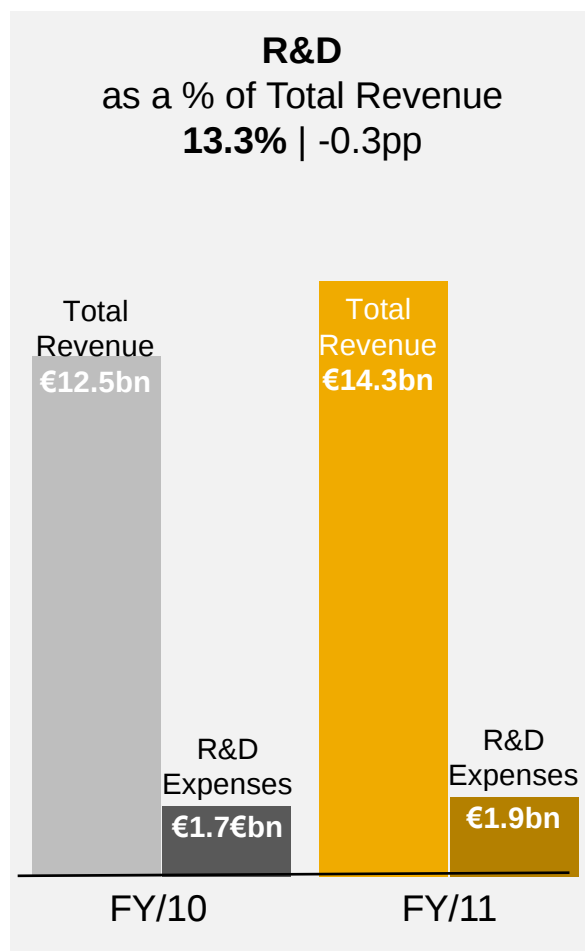
Non-IFRS, FY/11



* Professional services and other services

S&M to total revenue ratio increased in FY 2011 due to ongoing investments in go-to-market activities

Non-IFRS, FY/11



Balance sheet, condensed

December 31, 2011, IFRS

Assets € millions	12/31/11	12/31/10
Cash, cash equivalents and other financial assets	5,781	3,676
Trade and other receivables	3,494	3,099
Other non-financial assets and tax assets	419	368
Total current assets	9,694	7,143
Goodwill	8,709	8,428
Intangible assets	2,024	2,376
Property, plant, and equipment	1,551	1,449
Other non-current assets	1,273	1,443
Total non-current assets	13,557	13,696
Total assets	23,251	20,839

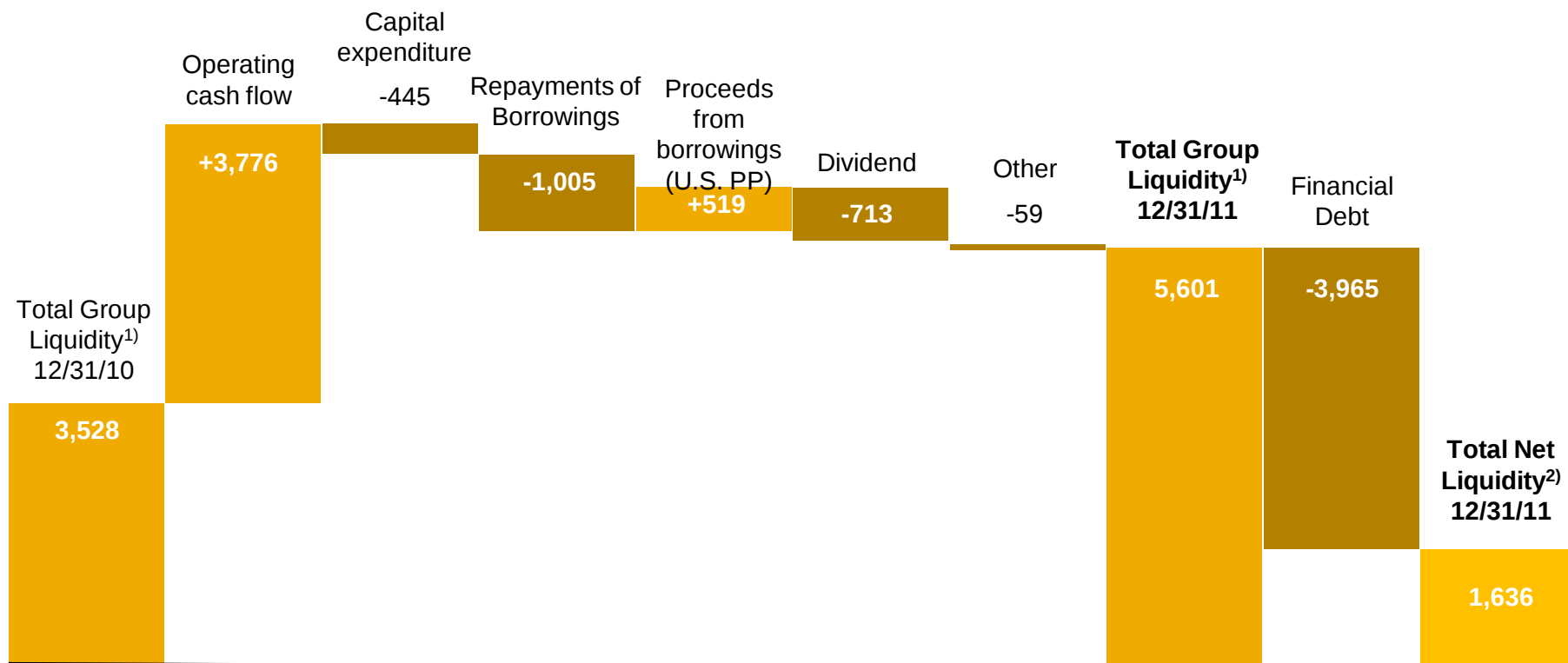
Equity and liabilities € millions	12/31/11	12/31/10
Financial liabilities	1,331	142
Deferred income	1,048	911
Provisions	546	1,287
Other liabilities	3,352	2,813
Current liabilities	6,277	5,153
Financial liabilities	2,925	4,449
Provisions	273	292
Other non-current liabilities	1,065	1,121
Non current liabilities	4,263	5,862
Total liabilities	10,540	11,015
Total equity	12,711	9,824
Equity and liabilities	23,251	20,839

Highest operating cash flow ever FY 2011

€ millions, unless otherwise stated	12/31/11	12/31/10	Δ
Operating cash flow	3,776	2,922	29%
- Capital expenditure	-445	-334	33%
Free cash flow	3,331	2,588	29%
Free cash flow as a percentage of total revenue	23%	21%	+2pp
Cash conversion rate	1.10	1.61	-32%
Days sales outstanding (DSO)	60	65	-5 days

Record cash flow year – net group liquidity increased by €2.5bn driven by strong revenues and good working capital management

€ millions



Total net liquidity as of 12/31/10 was €-850m

1) Cash and cash equivalents + current investments

2) Total Group Liquidity minus bank loans, private placement transactions, and bonds

SAP to Accelerate Cloud Strategy with Planned Acquisition of SuccessFactors – Current Status

- SAP to buy SuccessFactors (SFSF) for \$40.00 per share in cash*, representing an enterprise value of approximately \$3.4 bn
- On January 19, SAP announced that its indirectly wholly-owned subsidiary, Saturn Expansion Corporation, has extended the expiration of its cash tender offer for all outstanding shares of common stock of SFSF to
5:00 p.m., EST on January 25, 2012
- Tender offer will be extended for at least another 5 business days if the parties have not yet received approval of the CFIUS (Committee on Foreign Investment in the United States) under U.S. national security regulations, which is a condition to the offer, by the end of the day today
 - Parties filed a joint voluntary notice with CFIUS pursuant to the relevant law and its implementing regulations, which was accepted with an effective date of December 22, 2011
 - CFIUS review may take up to thirty calendar days, at which time CFIUS may either inform the parties that there are no national security concerns and terminate the review or initiate an investigation, which may last up to 45 calendar days. On January 20, 2012, the parties received written notification from CFIUS that it would initiate an investigation to complete its review. The additional 45-day investigation period expires on March 5, 2012, though it is possible CFIUS' investigation could be completed sooner. We are hopeful we can resolve the open questions CFIUS has quickly, well in advance of March 5, 2012, and we will work with CFIUS to resolve any open questions as soon as possible. Because the CFIUS filing is a voluntary filing, the parties may consider waiving the offer condition requiring CFIUS approval, but no decision has been made to do so at this time.

* Tender offer is being made pursuant to an Offer to Purchase dated December 16, 2011 and in connection with an Agreement and Plan of Merger dated as of December 3, 2011, which are publicly available at www.sec.gov. SAP and SuccessFactors first announced this transaction on December 3, 2011.

More transparency on cloud revenues

Revised P&L structure starting in 2012

- Planned acquisition of SuccessFactors will enable us to accelerate our cloud strategy
- SAP will realign its income statement to provide additional transparency on cloud related revenue streams and revenues from multi year licensing arrangements (formerly known as software subscriptions)
- **‘Cloud subscriptions and support’** will no longer be included in the line item ‘Subscription and other software-related service revenue’ but will be presented as a separate line item within ‘Software and software-related service revenue’

More transparency on cloud revenues

Revised P&L structure starting in 2012 – top-line structure will change

Previous structure

€ millions, non-IFRS	FY11	FY10	Δ%
Software revenue	3,970	3,265	22
Support revenue	6,994	6,207	13
Subscription & other SW-rel. serv. rev.	381	396	-4
SSRS revenue	11,345	9,868	15
Consulting revenue	2,341	2,197	7
Other service revenue	573	473	21
Professional services & other serv. rev.	2,914	2,670	9
Total revenue	14,259	12,538	14
Cost of software and software-related serv	-1,826	-1,621	13
Cost of professional services & other servi	-2,199	-2,053	7
Research and development	-1,898	-1,706	11
....			

New structure

€ millions, non-IFRS	FY11	FY10	Δ%
Software	4,106	3,410	20
Support	7,221	6,444	12
Cloud subscriptions and support	18	14	29
SSRS revenue	11,345	9,868	15
Consulting	2,341	2,197	7
Other service	573	473	21
Professional services & other serv. rev.	2,914	2,670	9
Total revenue	14,259	12,538	14
Cost of software and software-related serv	-1,826	-1,621	13
Cost of professional services & other servi	-2,199	-2,053	7
Total cost of revenue	-4,025	-3,674	10
Gross profit	10,234	8,864	15
Research and development	-1,898	-1,706	11

- Reclassification only affects sub items of 'SSRS'
- Total of 'SSRS' and consequently 'Total Revenue', profit numbers, operating margin figures are not affected

More transparency on cloud revenues

Revised P&L structure starting in 2012

Previous structure			New structure	
current FY11, non-IFRS		Δ	new FY11, non-IFRS	
Software	3,970	+136	4,106	Software
Support	6,994	+227	7,221	Support
Subscription & other software-related service revenue	381	-363	18	Cloud subscription and support
SSRS revenue	11,345		11,345	

- Revenues from multi-year licensing arrangements and all other revenues so far included in the **‘Subscription and other software-related service revenue’** line item will be split into their
 - software portion and (being allocated to the **‘Software revenue’**)
 - support portion (being allocated to the **‘Support revenue’**)
- This reclassification only affects sub items of ‘SSRS revenue’. Total of ‘SSRS revenue’ and consequently total revenue as well as profit numbers and operating margin figures are not affected by this change
- In addition, SAP intends to modify the definition of its non-IFRS revenue and profit measures (details in press release ‘Adjustment to Definition of non-IFRS Measures’)

SAP UNTERNEHMENS- PROFIL

Martin Latschenberger
Senior Customer Advisor
26.03.2012

